



DEPARTMENT OF WORKS AND HIGHWAYS

CORPORATE PLAN 2025 - 2029



**“CONNECTING
PAPUA NEW GUINEA
TO ENABLE
PROSPERITY”**

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PRIME MINISTER'S MESSAGE



JAMES MARAPE, MP
Prime Minister of Papua
New Guinea

Infrastructure is the foundation of Papua New Guinea's progress, underpinning our collective efforts to achieve inclusive economic growth, improved service delivery, and sustainable development. This Corporate Plan for 2025–2029 aligns with the **Medium-Term Development Plan IV (MTDP IV)** and the **PNG Development Strategic Plan 2010–2030**, charting a path toward our goal of becoming a middle-income country. By connecting **Special Economic Zones (SEZs)** through sustainable infrastructure, we are creating opportunities for our citizens to achieve economic independence and self-reliance.

With our government's mantra of "**Taking Back PNG and Leaving No One Behind**", the Department of Works and Highways is delivering on its duty to connect our rural communities with a sustainable road network that transforms lives. Through the **Connect PNG Program**, remote areas such as **Menyama, Kaintiba, Maramuni, Karamui, Telefomin, Bosavi, Aiome, Simbai, Rai Coast, Pomio, Gloucester, Kandrian, and Obura-Wonenara** are experiencing road connectivity for the very first time since independence. These roads are not merely infrastructure; they are lifelines liberating our people from economic poverty, empowering them to participate in wealth creation, and fostering national unity.

This Corporate Plan closely reflects the government's commitment to sustainability, transparency, and innovation. By leveraging advanced technologies and adhering to the principles of good governance, the Department is ensuring that our investments deliver long-term value for the nation. It is through this dedication that we are building not just roads and bridges, but a legacy of resilience, opportunity, and progress.

I commend the Department of Works and Highways for its unwavering dedication to delivering on our shared vision for a connected, prosperous, and inclusive Papua New Guinea. Together, we are paving the way for a future where no citizen is left behind, and every community has the tools and access to thrive.

HON. JAMES MARAPE, MP
Prime Minister of Papua New Guinea

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ACRONYMS & ABBREVIATIONS

Acronym	Description
ADB	Asian Development Bank
AQPR	Annual Quarterly Progress Report
AGO	Auditor General Office
BAMS	Bridge Asset Management System
CACC	Central Agencies Coordinating Committee
CDS	Cross Drainage Structure
CRN	Core Road Network
DDA	District Development Authority
DNPM	Department of National Planning and Monitoring
DOT	Department of Transport
DOWH	Department of Works and Highways
EGG	Economic Growth Goals
GoPNG	Government of Papua New Guinea
HDM	Highway Design Model
HRM	Human Resources Management
JICA	Japanese International Cooperation Agency
LTPBC	Long Term Performance Based Contract
M & E	Monitoring & Evaluation
MEAL	Monitoring Evaluation Accountability and Learning
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MTDP	Medium Term Development Plan
MTDP IV	Medium Term Development Plan IV (2023-2027)
MTTP III	Medium Term Transport Plan 3 (2023 -2027)
NEC	National Executive Council
NECDP	National Economic Corridors Development Plan
NGO	Non-Government Organisation
NRN	National Road Network
NRNS	National Road Network Strategy
NTS	National Transport Strategy
PNG	Papua New Guinea
PTSD	Plant and Transport Services Division (DoWH)
PWM	Provincial Works Manager
PWU	Provincial Works Unit
RAMS	Roads Asset Management System
RIPD	Rural Infrastructure Program Division
RMPA-4	Road Maintenance and Performance Assessment-v4
SNRNS	Sub-National Road Network Strategy
TSCMIC	Transport Sector Coordination, Monitoring and Implementation Committee
TSSP	Transport Sector Support Program
WB	World Bank

MINISTER'S

EXPECTATION



HON. SOLAN MIRISIM, MP
Minister for Works and Highways

As Minister for Works and Highways, I am proud to highlight the Department of Works and Highways' (DOWH) pivotal role in transforming Papua New Guinea's land transport subsector. Infrastructure is the backbone of our nation's development, and through strategic planning and execution, DOWH continues to enhance connectivity, enable economic growth, and uplift communities across the country.

Under the **Connect PNG Programme**, DOWH has prioritized the development of integrated road networks that link our remote communities with urban centers, enabling access to essential services and economic opportunities. The construction and upgrading of national highways, such as the Trans-National Highway, along with feeder roads, are reducing travel times, lowering transport costs, and boosting local economies.

The **Maintenance First Policy** will ensure that existing road networks are preserved and improved, preventing costly deterioration while ensuring that transport systems remain reliable and safe. Investments in all-weather roads and resilient infrastructure are addressing the unique challenges posed by Papua New Guinea's geography and climate, providing uninterrupted access to markets, schools, and healthcare facilities.

The benefits of these initiatives extend far beyond physical connectivity. For local businesses, improved transport networks have reduced logistical challenges, allowing goods to reach markets more efficiently and affordably. For regional economies, enhanced road systems are facilitating trade and investment, creating jobs, and stimulating growth. At the national level, these efforts are integrating our economy, fostering unity, and strengthening our position in the global marketplace.

Together, we will **Connect the Unconnected and Reach the Unreached** in implementing this corporate plan and aligning with our **National Road Network Strategy (NRNS)** and **Connect PNG Program**. I sincerely thank our development partners for their continued generous support, and I call upon them to align their funding and work with us, to ensure that our road network is safe, sustainable and reliable, empowering economic growth and driving the transformation of Papua New Guinea.

I commend the leadership of DOWH and the dedication of its workforce in realizing the Marape Government's vision for a connected and prosperous Papua New Guinea. Together, we are building a foundation for lasting economic and social transformation.

HON. SOLAN MIRISIM, MP
Minister for Works and Highways

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SECRETARY'S

STATEMENT OF COMMITMENT



GIBSON HOLEMBA, FIEPNG
Acting Secretary

As Acting Secretary for the Department of Works and Highways (DOWH), I am honoured to present our Corporate Plan for 2025–2029. This plan reflects the department's steadfast commitment to delivering resilient, sustainable, and integrated infrastructure that supports Papua New Guinea's economic and social development goals. The corporate plan aligns with the objectives and outcomes of **MTDP IV** and **MTTP 3**, ensuring our contributions to the nation's overarching development priorities.

This corporate plan is pivotal as it will oversee the full implementation of the **Connect PNG Phase 1 programs** while preparing for the commencement of **Phase 2 programs from 2028 onwards**. Through these initiatives, we aim to strengthen national connectivity, enabling greater economic opportunities, improved service delivery, and social

inclusivity.

Aligned with our legislative mandates under the **Road Management Act 2020** and **Connect PNG Act 2021**, DOWH is committed to ensuring robust regulatory oversight and the implementation of critical institutional reforms. These efforts will enhance the department's operational efficiency and accountability while promoting transparency in infrastructure development and governance.

Central to our strategy is the **Maintenance First Policy** under the National Road Network Strategy (NRNS). The Department has developed a comprehensive **20-year Road Management and Maintenance Plan** that will be implemented beginning in 2025. This plan reaffirms our commitment to achieving a **sustainable road network that is safe, reliable, and efficient** for economic development.

In line with the **Building Act 1994, Chapter 301**, DOWH has also strengthened its regulatory oversight of building standards. By enforcing compliance and promoting disaster-resilient and environmentally sustainable construction practices, we are enhancing public safety and fostering sustainable urbanization.

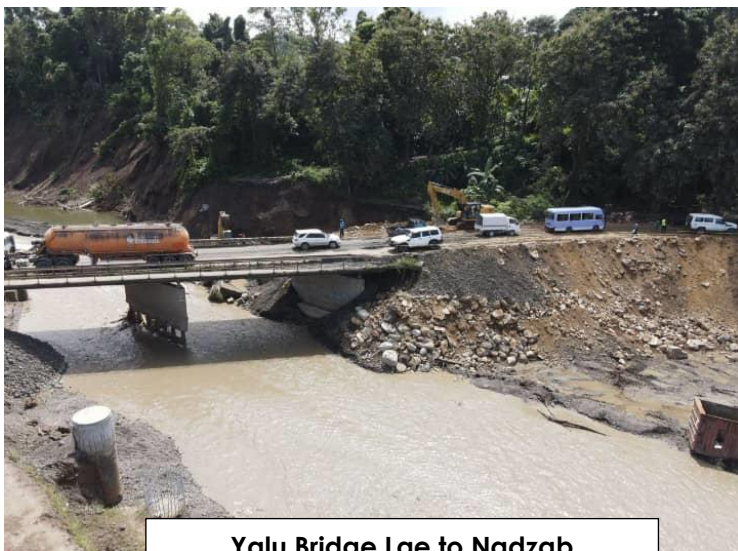
I take this opportunity to acknowledge the dedication of our staff, the collaboration with our development partners, and the unwavering support of the government. Together, we are laying the groundwork for a connected and prosperous Papua New Guinea.

GIBSON HOLEMBA, FIEPNG
Acting Secretary
Department of Works and Highways



Hoskins to Kimbe Highway,
West New Britain Province

PNG Roads Under Construction in Rural Areas Connecting Communities and Facilitating Economic Activities:



**Yalu Bridge Lae to Nadzab
Temporary Access**

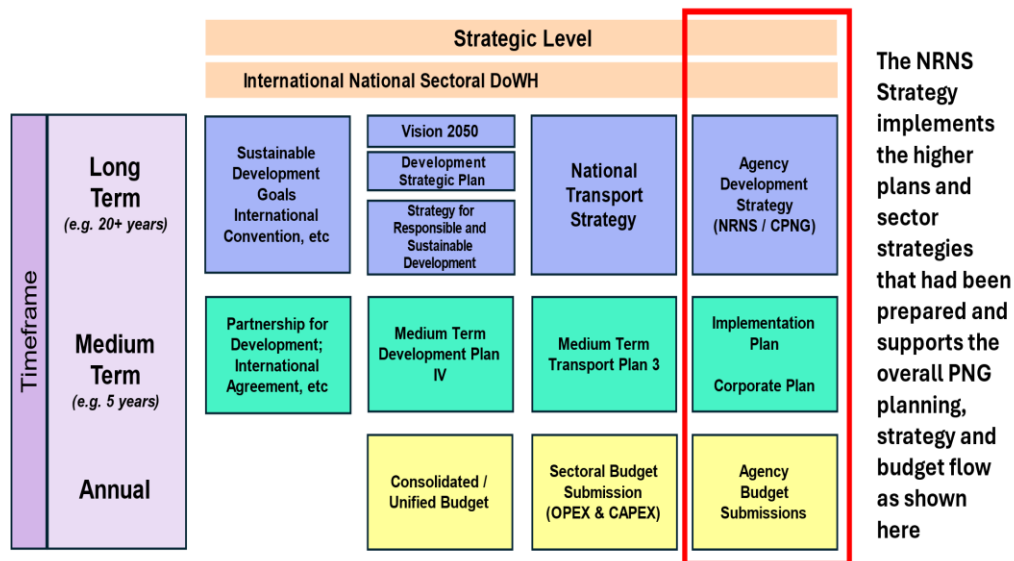
EXECUTIVE SUMMARY

The key components of the 2025-2029 DoWH Corporate Plan can be summarized below:

1. PNG Planning, Strategy and Budget Process

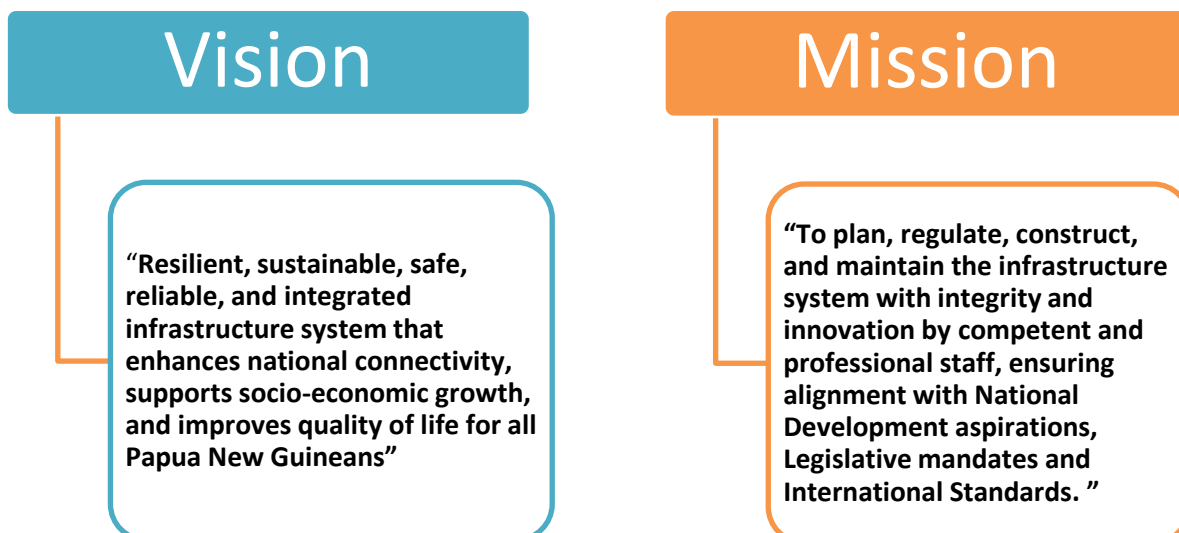
The 2025-2029 DOWH Corporate Plan has been developed in alignment to the MTP3 and road and bridge targets of the National Road Network Strategy (NRNS) and the Connect PNG program. This is shown the Planning, Strategy and Budget process below:

PNG’s Planning, Strategy and Budget Process



2. Our Vision and Mission Statements

Our Vision and Mission Statements have been reviewed and are shown below. These Vision and Mission Statements reflect the Department 10–15-year future and accommodate the total services provided by the different divisions within the four wings of the Department.



3. Our Values

We come from different provinces and tribes with different cultures within Papua New Guinea. Seven core values have been identified to facilitate delivery of services by our staff to our key stakeholders. Descriptors clearly defined for each Core Value is highlighted which requires all employees to demonstrate them while providing services within the Department and all key stakeholders including all the citizens of Papua New Guinea.

No.	Values	Descriptors
1	Integrity	We will be honest in all our dealings within the Department and outside of it ensuring our words match with our behaviours.
2	Service Excellence	We will display an excellent spirit demonstrated in our work and services to our fellow workers and to our stakeholders. We will strive for the highest standard of quality and innovation in infrastructure development through a competent workforce.
3	Accountability	We will be accountable for our actions and the full implementation of our corporate plan and our individual work plans
4	Innovation	We will research and develop policies, systems and processes to improve efficiency and effectiveness within the Department.
5	Commitment	We are committed to delivering our mandates to our stakeholders.
6	Collaboration	We will foster partnership and teamwork with our stakeholders for sustainable outcomes.
7	Empowerment	We will enable communities and employees to actively participate in National Development.

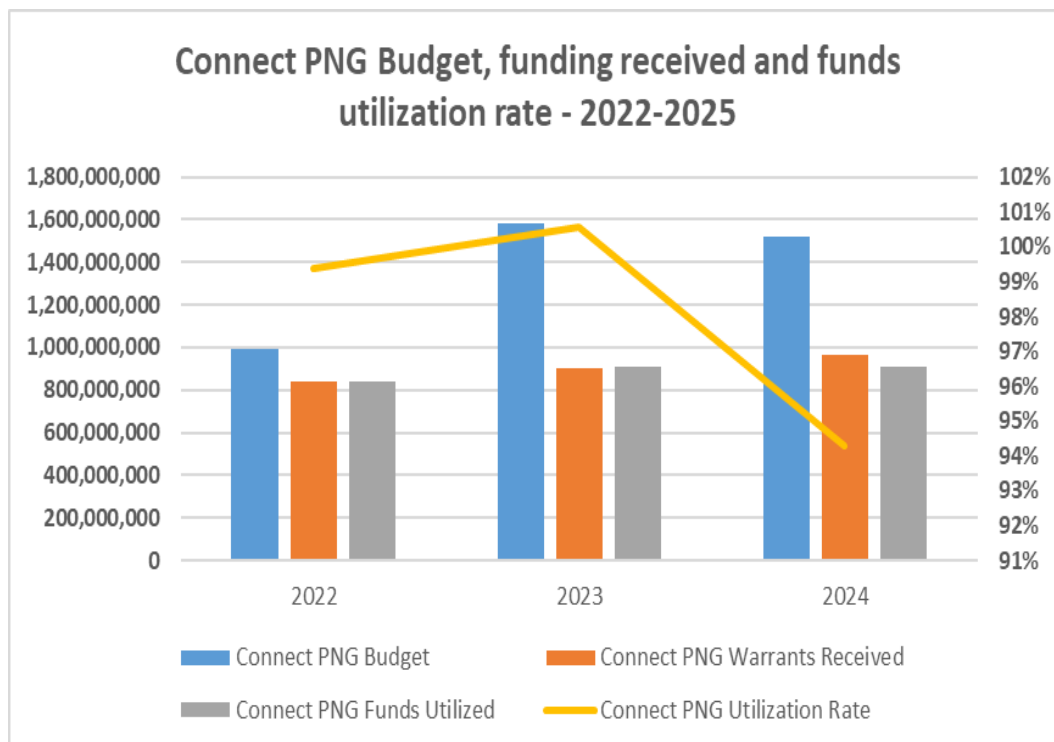
4. Our Core Services

Our legal, strategic and policy mandates list ten (10) key functions that the Department is responsible for and they are tabled below:

1	•Policy Advisor to Government on Roads, Buildings and other infrastructure
2	•Regulate Laws and Standards Governing Roads, Buildings and other infrastructure
3	•Develop and enhance National Contractor Capacity
4	•Research and Materials Testing
5	•Enforce Building Regulations (Chapter 301)
6	•Provide Road Authorities with directions, advice and technical support
7	•Develop and maintain a network of public Roads, Buildings and other infrastructure
8	•Undertake financial administration of the management of public funds
9	•Plant and Transport Services
10	•Monitor and evaluate the effectiveness and safety of public road network

5. Our Funding Sources & Utilization Snapshot:

The table below shows Connect PNG budget, funding received and the average funds utilisation rate for the 2022-2024 period standing at a high 94%.

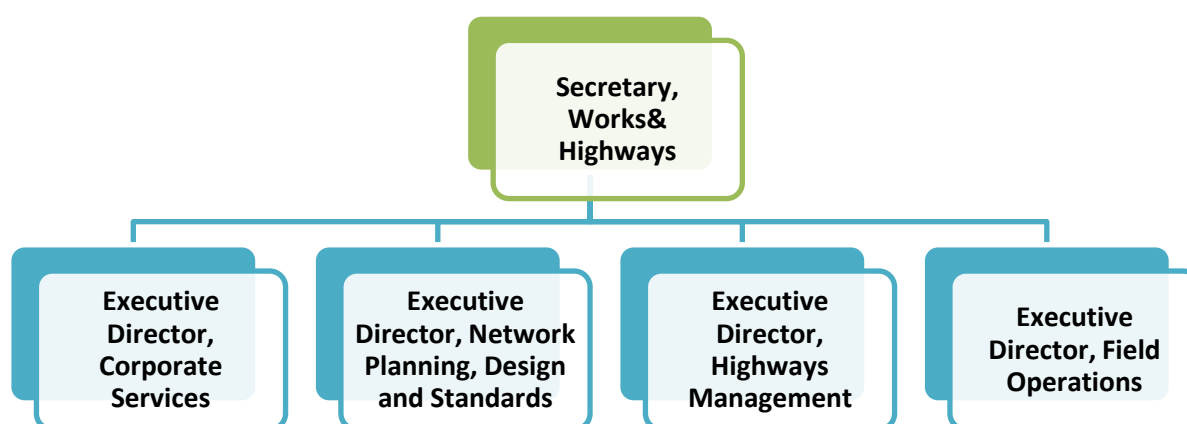


6. Our Structure

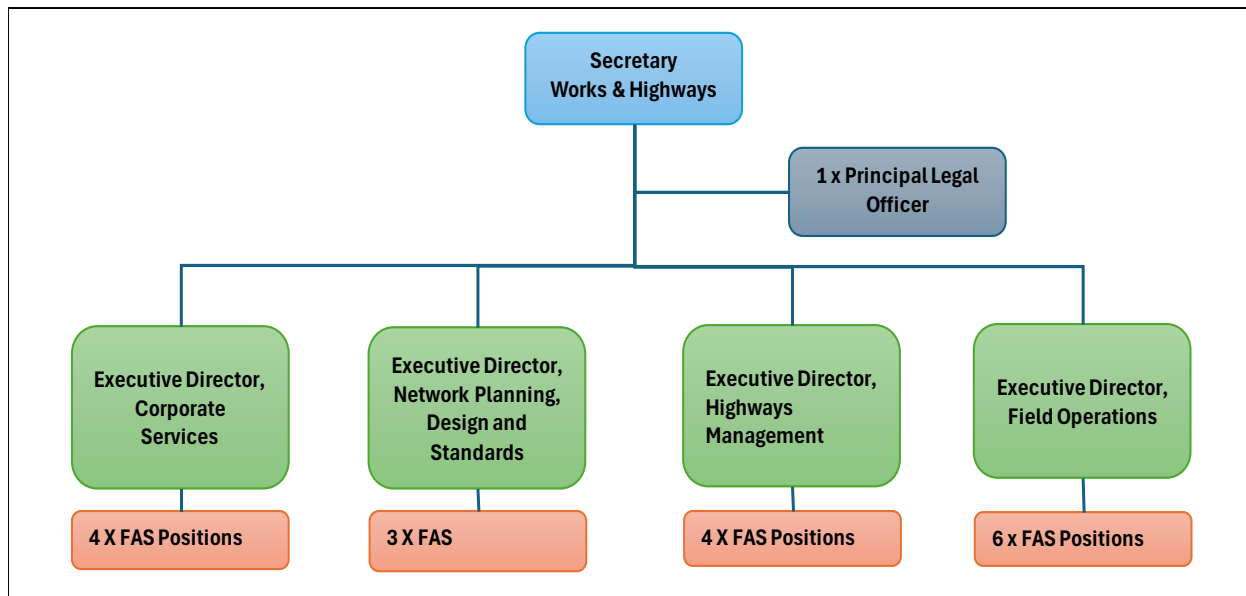
To deliver our legal, policy and strategic mandates which are detailed in the ten key functions, four wings namely *Corporate Services*, *Network Planning, Design & Standards*, *Highways Management* and *Field Operations* have been established to deliver the same.

The Department is headed by the Secretary who reports to the Minister on policy and updates on work programs.

Our Organization Structure

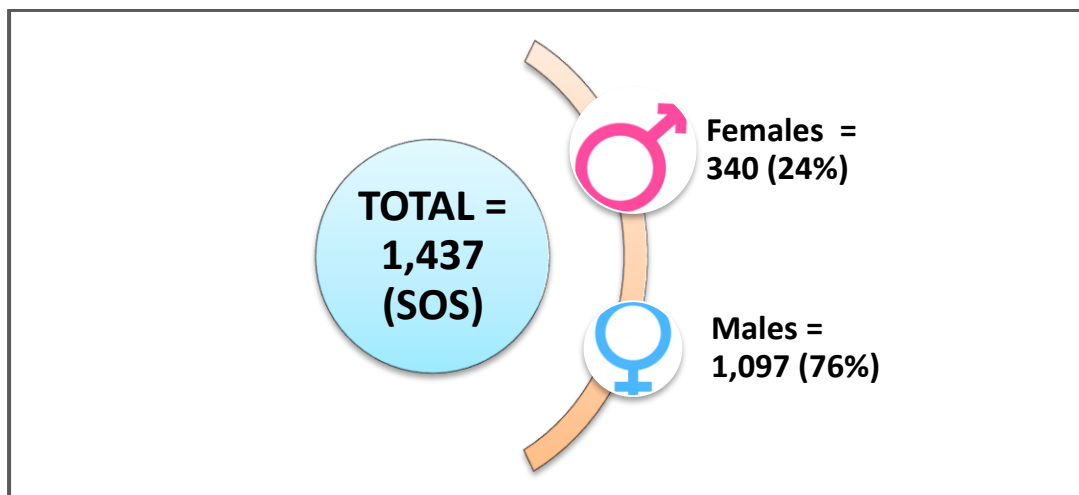


The four (4) Wings Executive Directors are supported by nineteen (18) First Assistant Secretaries heading different Divisions and Branches of the Department.



7. Our Staffing

Our Staff on Strength (SOS) as of November 2024 is 1437 made up of 340 females and 1097 males. Females make up 24% and males make up 76% of the DoWH total workforce.



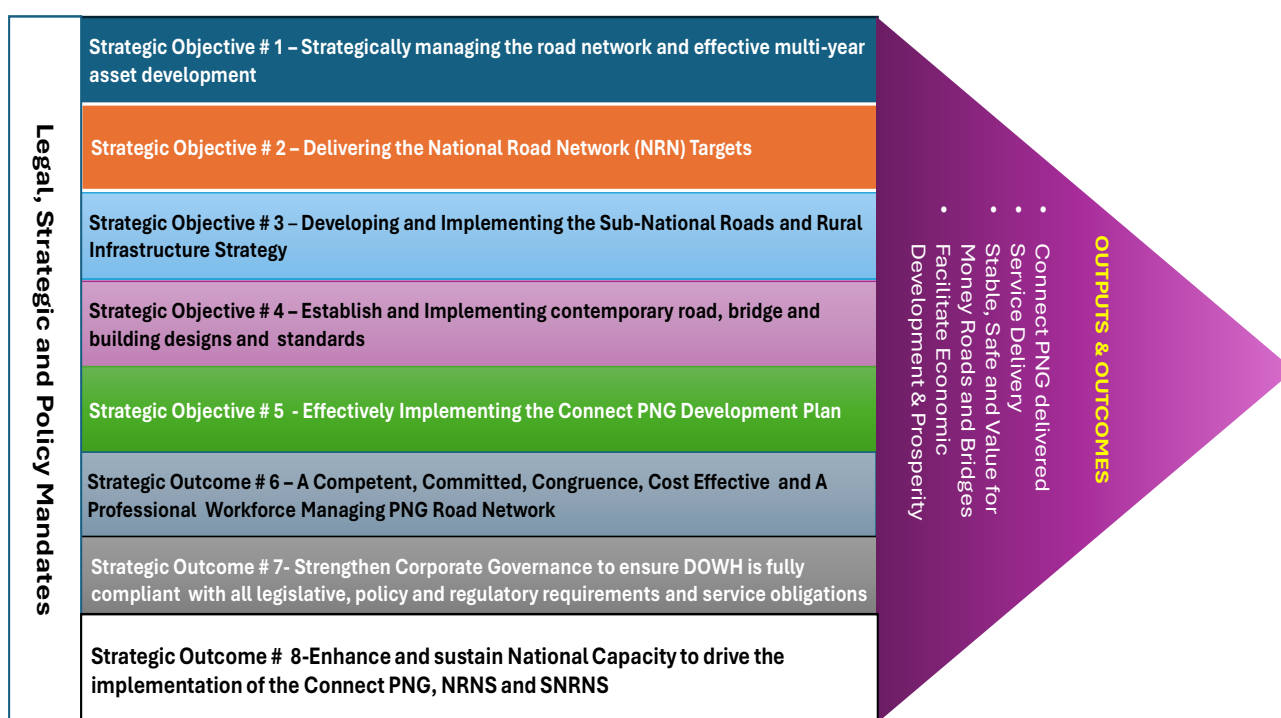
The total staff for each wing is tabled by Gender in the Table below:

No.	Wing	No. of Males	No. of Females	Totals
1	Corporate Services	83	62	144
2	Network Planning, Design and Standards	95	44	139
3	Highways Management	38	8	46
4	Field Operations	853	211	1,064

8. The 2025-2029 DoWH Corporate Plan Eight Strategic Objectives:

To deliver our legal, strategic and policy mandates, the Department has identified eight (8) Strategic Objectives to deliver the services we are mandated to provide through the identified priorities, outputs and outcomes.

Our Eight Strategic Outcome Pillars



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9. Our Key Stakeholders

There are ten (10) key stakeholders that we serve and our engagement strategies are listed in the table below.

No.	Our Stakeholders	What We Need To Do
1	Minister	<ul style="list-style-type: none"> • Provide Policy Advice • Update Progress of Key Work Priorities • Seek Funding Support
2	National Executive Council (NEC)	<ul style="list-style-type: none"> • Inform and advise on Road Network Management and Development • Update Progress on Key Work Priorities • Seek Funding Support
3	Central Agency Coordination Committee (CACC)	<ul style="list-style-type: none"> • Submit half-year and annual Department Performance Report
4	Transport Sector Agencies	<ul style="list-style-type: none"> • Work as a Sector to deliver MTTP III and MTDP IV priorities • Report progress on key stakeholders
5	Transport Sector Coordination, Monitoring and Implementation Committee (TSCMIC)	<ul style="list-style-type: none"> • Support the oversight and leadership of GoPNG Transport Sector • Account for implementation performance, acquittals and reporting

		<ul style="list-style-type: none"> • Report land transport program progress
6	National and International Contractors	<ul style="list-style-type: none"> • Work with and build their capacity • Ensure Road and bridge Projects completed on specifications, on time and on budget
7	Development Partners	<ul style="list-style-type: none"> • Seek funding for key projects • Update progress of funded projects
8	Provincial and District Administrators	<ul style="list-style-type: none"> • Strategically engage with them • Support roads and bridges repair and construction
9	Government Agencies	<ul style="list-style-type: none"> • Seek policy and funding support • Report progress and acquittal of funds
10	Beneficiaries	<ul style="list-style-type: none"> • Consult beneficiaries on proposed infrastructure plans to seek their support • Deliver services to them through bridge, road and building infrastructure

SECTION B:

1.0 THE PURPOSE OF THIS CORPORATE PLAN:

The Department of Works & Highways is required to produce and maintain a Corporate Plan which describes how the Department's roles, responsibilities and its legal, policy and strategic mandates will be delivered in the next five years.

This 2025-2029 DoWH Corporate Plan communicates its priorities and key responsibilities within and outside the Department. It highlights the key focus areas in delivering the National Road Strategy via the Connect PNG Development program. This plan also outlines the Department delivering improvements in the road, bridges network and the enforcement of the building infrastructure design and standards.

This Corporate Plan aligns with the objectives and outcomes of the MTDP IV and MTP3 ensuring our contributions to the nation's overarching development priorities. This plan is pivotal as it will oversee the full implementation of Connect PNG Phase 1 programs while preparing the commencement of Phase 2 programs from 2028 onwards.

When we strengthen national connectivity, we enable economic opportunities, improved service delivery and social inclusivity for the citizens of Papua New Guinea.

1.1 THE STRUCTURE OF THIS CORPORATE PLAN:

This Corporate Plan is structured as follows

PART A – CORPORATE STRATEGIES

- Section 1 – Executive Summary
- Section 2 - The Mandated Functions of the Department
- Section 3 – The Management of PNG Roads
- Section 4 - The Corporate Strategy – Eight (8) Strategic Objectives

PART B – SUPPORT STRATEGIES:

- Section 5 – Monitoring, Evaluation and Reporting Strategy
- Section 6 - Funding and Resourcing Strategy
- Section 7 - Public Engagement and Communication
- Section 8 – Risk Management
- Section 9 - Sustainability, Resilience & Inclusive Development Strategy
- Section 10 - Governance & Transparency Strategy
- Section 11 – Collaboration & Partnership Strategy
- Section 12 – Appendices containing further information

2.0 THE DEPARTMENT OF WORKS AND HIGHWAYS MANDATED FUNCTIONS

2.1 VISION 2050

The 2025-2029 DoWH Corporate Plan has been developed in alignment to the Vision 2050. Vision 2050 is underpinned by the Seven Strategic Focus Areas which are referred to as Pillars.

- **Pillar # 1** - Human Capital Development, Gender, Youth and People Empowerment
- **Pillar # 2** - Wealth Creation
- **Pillar # 3** - Institutional Development and Service Delivery
- **Pillar # 4** - Security and International Relations
- **Pillar # 5** - Environmental Sustainability and Climate Change
- **Pillar # 6** - Spiritual, Cultural and Community Development
- **Pillar # 7** – Strategic Planning, Integration and Control

This Corporate Plan directly contributes to the full realization of 4 specific strategies of the Vision 20250.

Under the **Infrastructure Utilities** with two (2) strategies namely:

1.17.7.3.1 – Increase the road network from current 25,000 km to complete roadworks throughout Papua New Guinea

1.17.7.3.7 – Ensure the Department of Works takes full responsibility for all road networks throughout PNG.

Under **Strategic Planning**, with two (2) strategies namely:

1.17.11.5 – Ensure all sectoral strategies are aligned with Vision 2050.

1.17.11.6 – Ensure all State Agency Plans are aligned with Vision 20250.

2.2 THE LEGAL, STRATEGIC AND POLICY MANDATES CONTRIBUTING TO THE DEVELOPMENT OF THE CORPORATE PLAN

The 2025-2029 DoWH Corporate Plan has been developed in alignment to the Government of Papua New Guinea's legal, strategic and policy mandates. The development of the Corporate Plan's strategic objectives, strategies and targets are aligned to the listed mandates highlighted in the Table below:

No.	Legal Mandates	Strategic Mandates	Policy Mandates
1	Connect PNG (Implementation and Funding Arrangements) Act 2021	Medium-Term Transport Plan 4	Vision 2050
2	Road (Management and Fund) Act 2020	Medium Term Development Plan IV	Connect PNG Program
3	Road Act	PNG Development Strategic Plan 2030	DoWH GESI Policy 2023
4	Building Act	National Transport Strategy	DoWH Workforce Planning and Development Policy 2023
5	Public Service Management Act	National Road Network Strategy 2018-2037	Public Service GESI Policy
6	Public Finances (Management) Act 1995	DoWH Meal Framework	Climate Change Policy & Action Plan
7	Digital Government Act 2022	National Strategy to Prevent and Respond to Gender-Based Violence (2016-2025)	National Disability Policy 2015-2025
8	National Procurement Commission Act 2018	DoWH Procurement & Contract Strategy	
9	Climate Change (Management) Act	Safeguard Strategy and CCDR Framework Strategy	
10	Industrial Safety, Health and Welfare Act of 1961		
11	Industrial Safety, Health, and Welfare (Amendment) Act 2016		
12	Lukautim Pikinini (child protection) Act 2015 and policy (2017)		

The five (5) mandated functions of the Department of Works and Highways are as follows:

1. **Policy and Advisory Functions:** The Department's Policy and Advisory functions include the following:
 - i. Provide Policy advice to the Minister of Works and NEC
 - ii. Develop and Implement Strategic Policy on the Road Sector
 - iii. Advise Government and road authorities on Network Planning Issues and carry out feasibility studies
 - iv. Develop and enforce road, bridge and building engineering technical standards
 - v. Develop and enhance local national contractor capacity for completion of major infrastructure projects
 - vi. Provide road authorities with direction, advice and technical support on road network works
 - vii. Regulate the Building standards & designs nationally
 - viii. Monitoring and enforcement of Environment and Social Safeguards

2. **Road Management Functions:** The road management functions for the Department include the following:
 - i. Road Authority for the National Road Network
 - ii. Provide and maintain a network of public roads and associated infrastructure for safe, efficient, and economic movement of people, vehicle and goods
 - iii. Manage public roads and associated road infrastructure

- iv. Plan for design, construct, operate, manage, maintain and repair public roads and associated road infrastructure
 - v. Undertake financial administration of the management of public roads and associated road infrastructure in accordance with the Act
 - vi. Monitor and evaluated the effectiveness and safety of the public road network
3. **Rural Development and Management** - The rural development and management functions of the Department include the following:
- i. **Infrastructure Delivery** – this involves Road Planning, Project Implementation and maintenance strategies to ensure efficient connectivity across Papua New Guinea
 - ii. **Regulatory Compliance** – this involves developing road & construction Technical Standards and Enforcement of the same
 - iii. **Resource Management** – this involves efficiently managing the road development and funding n its care through Road Development and Maintenance Funds Oversight and Efficiency Mechanisms
 - iv. **Monitoring and Evaluation** – this involves constantly monitoring the condition of the roads through Data Collection, Performance Metrics and Reporting
 - v. **Road Safety** – this involves the Department leading in this area through initiatives to enhance and promote road safety through Design Improvements and Awareness campaigns supporting the Road Traffic Authority
4. **Infrastructure Expansion and Integration** - The infrastructure expansion and integration functions of the Department include the following:
- i. **National Connectivity** - Implement infrastructure projects under the Connect PNG through Economic linkages and rural access
 - ii. **Strategic Partnerships** – Fostering collaboration with domestic stakeholders, international development partners and private investors to enhance project delivery through Public -Private Partnerships and International Support
 - iii. **Implementation Frameworks** – Developing clear operational plans, including timelines, resource allocation and key performance indicators for Project Management and Risk Mitigation
 - iv. **Sustainability Focus** – Incorporating climate resilient and environmentally sustainable practices in the design and execution of infrastructure projects that meets Climate Resilience and Green Practices
5. **Capacity Development** – This involves building technical expertise with the department and among contractors delivering Training Programs and Technology Adoption
6. **Building Regulation & Oversight** – The building regulation and oversight include the following:
- i. **Building Standards Enforcement** – Ensuring compliance with engineering and architectural National Standards and carrying out Regulatory Audits
 - ii. **Inspection & Monitoring** – Conducting periodic inspections during construction phases and issue occupancy certificates for completed projects
 - iii. **Policy and Standards Development** – This involves continuously updating building codes and regulations to align with global best practices, modern technologies and safety requirements
 - iv. **Dispute Resolution** – Acting as a mediator in construction disputes related to standards, safety and compliance issues

- v. **Public Awareness** – Develop and implement educational programs for stakeholders on building requirements, sustainable practices and regulatory obligations

The above five (5) key functions of the Department are then split into the key responsibilities of the four Wings namely *Network Planning, Design and Standards, Field Operations, Highways Management, and Corporate Services* in the table below:

No.	Wing	Key Functions of Wings
1	Corporate Services	<ul style="list-style-type: none"> • Human Resource Management • Finance & ICT • HR Development & Training • Internal Audit • Technical Audits • Policy Compliance • Health and Safety • Property and Assets • GESI
2	Network Planning, Design and Standards	<ul style="list-style-type: none"> • Road Network Planning & Funding • Road Network Monitoring and Evaluation • National Road Network Strategy • PNG Multi-Year Financing Plan • Annual Financing Plan • Roads, Bridges and Building Design and Standards • Regulation of Chapter 301, Design and Building Standards and Project Management • Monitoring and enforcement of Environment and Social Safeguards • Procurement and Contract Administration • Development of future Transport Systems (Railway & Trams)
3	Highways Management	<ul style="list-style-type: none"> • Implement the 14 Economic Corridors under the Connect PNG Program • Establish PNG Highways Corporation • Contractor Performance Management System • Management of Donor Funded Programs
4	Field Operations	<ul style="list-style-type: none"> • Implementation of the Sub-National Road Network Programs • Regional and Provincial Field Operations • Plant & Transport Services • Development and maintenance of Rural Infrastructure • Maintenance of National Road Network • Road Contractor Capacity • Contract Management • Implementation of annual work plans

3.0 THE MANAGEMENT OF PNG ROADS

(FAS PELA AND FAS VITUS TO UPDATE)

3.1 THE MANAGEMENT OF PNG ROADS (Page 14 of the 2020-2024 Corporate Plan)

Insert introductory commentary on page top of page 14

3.2 THE NATIONAL ROAD NETWORK (Page 14 of the 2020 -2024 Corporate Plan)

Insert commentary

3.3 SUB-NATIONAL ROAD NETWORK (Page 15 of the 2020 -2024 Corporate Plan)

Insert commentary

3.4 CONNECT PNG STRATEGY & 2020-2040 CONNECT PNG DEVELOPMENT PLAN ((Page 15 of the 2020 -2024 Corporate Plan)

Connect PNG is a flagship long-term infrastructure program that will transform PNG's socio-economic landscape by improving country-wide connectivity through the development of critical enabling infrastructure. It focuses on expanding transport infrastructure, rolling out energy grids and ICT networks, installing water and sanitation systems, and building affordable housing.

These aim to unleash the country's economic potential and create opportunities through:

- i) Improving access to minimum services;
- ii) Promoting commercial/MSME activities;
- iii) Developing rural areas;
- iv) Promoting inclusive growth and greater participation;
- v) Managing urbanisation and environment protection;
- vi) Creating employment opportunities; and
- vii) Stimulating synergy and complementarity with ongoing and new development initiatives.

The key Deliberate Intervention Programs to develop SPA 2 include;

DIP 2.1: Connect PNG - Road Transport

The objective of the Connect PNG Road Program is to achieve 100% National road connectivity by 2040. It will involve improving all Provincial and District roads, and construct 2,500km of new roads to the existing National road network by 2027.

It identifies 14 major Corridors of which seven are prioritised in the MTDP IV:

Trans-Island Corridor, Southern Corridor, Momase Corridor, Gulf-Southern Highlands Corridor, New Britain Corridor, Highlands Corridor and the Baiyer-Madang Corridor.

2.1 - Connect PNG - Land Transport

PNG has approximately 30,000 kilometres (km) of total road network, of which 8,740km is the National Road Network (NRN), whilst approximately 21,260km are Provincial and District roads. Of the NRN, 4,260km are Priority Roads and 4,480km are Non-Priority Roads. A total of 3,000km of priority roads are covered under the Connect PNG Roads Program (Phase 1) in MTDP IV. Under this plan, 75% of National roads are envisaged to be in good condition, and 4 economic corridor roads and 10 of the 16 missing link roads will be constructed.

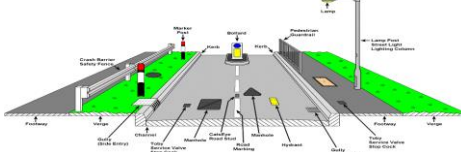
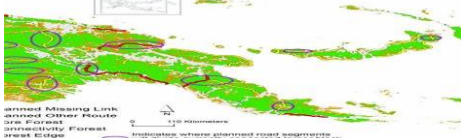

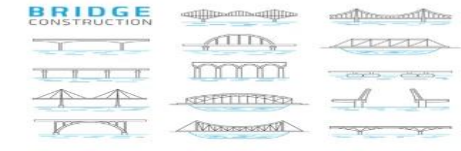




The Government will develop, rehabilitate and/or maintain 500km of National roads and highways, 4,000km of provincial and district roads, 400km of roads under the 20-year Connect PNG program, 10 national bridges, 60 rural bridges, and 2 railways. DoWH, Department of Transport, Provinces and Districts are entrusted to take the lead and ensure greater coordination to achieve these targets.

A projected investment of K7.2 billion is needed to deliver the road infrastructure priorities by 2027. The investments will focus on the following programs under this DIP:

- i) Connect PNG Missing Link Roads;
- ii) Connect PNG National Highways;
- iii) Provincial Roads;
- iv) District Commodity Roads;
- v) National Railway/Tram Network;
- vi) National Bridges Constructions; and
- vii) National Bridges Rehabilitation and upgrade program.

Tables 1 to below show the investment requirements, KRAs, strategies and indicators to develop the Connect PNG Road Network.

Summary of 2025-2029 DoWH Corporate Plan Strategic Objectives:

Infographics	Strategic Objective
	<p>STRATEGIC OBJECTIVE # 1 - Strategically managing the road network and effective multi-year asset development</p>
	<p>STRATEGIC OBJECTIVE # 2 - Developing the National Road Network (NRN) Targets</p>
	<p>STRATEGIC OBJECTIVE # 3 -Developing & Implementing the Sub-National Road & Rural Infrastructure Strategy</p>
	<p>STRATEGIC OBJECTIVE # 4 - Establishing & Implementing contemporary road and bridge and building designs and standards</p>
	<p>STRATEGIC OUTCOME # 5 -Effectively implementing the Connect PNG Development Plan</p>
	<p>STRATEGIC OUTCOME # 6 - A Competent, Committed, Congruence, Cost Effective and Professional Workforce Managing PNG's Road network</p>
	<p>STRATEGIC OUTCOME # 7 - Strengthening corporate governance to ensure DoWH is fully compliant with all legislative and regulatory requirements and service obligations</p>
	<p>STRATEGIC OUTCOME # 8 - Enhance and sustain National Capacity to drive the implementation of the Connect PNG, the National Road Network Strategy (NRNS) and the Sub-National Road Strategy (SNRS)</p>

The Eight (8) Corporate Plan Strategic Objectives are divided under two themes. **Theme # 1** which is **Management of PNG Roads** and covering Strategic Objective # 1 to Strategic Objective # 5. **Theme #2** which is **Organisation Transformation and Governance** and covers Strategic Objective # 6 to Strategic Objective # 8.

This Corporate Plan lists the strategies, number of targets or annual activities and number of MEAL indicators linked to each Strategy.

STRATEGIC THEME ONE

THE MANAGEMENT OF PNG ROADS

Strategic Objective 1 - Strategically managing the road network and effective multi-year asset development

This strategic objective ensures that the Department plans the road and bridges network construction are implemented as planned using the available strategic and operational tools available.

There are 3 strategic objectives and they are:

1. Long term network planning capability
2. Multi-year network planning & programs implemented
3. Economic corridor program and missing link development strategy fully implemented

The Network Planning, Design and Standards Wing are responsible for the full implementation of this Strategic Objective # 1 which comprises of seven (7) strategies, sixteen (16) targets and twenty-two (22) MEAL Indicators

Strategy	Targets	MEAL Indicators
Strategic Objective # 1	Long Term Network Planning Capability	
Strategy 1.1	Undertake regular road and bridge data collection, inventory and conditions survey for planning, monitoring and data analysis to determine optimal required funding level to different class of road and types of interventions to maintain required service level	
	# of Targets: 2027 -2, 2029 - 2	# of MEAL Indicators - 7
Strategy 1.2	Fully implement Fit for Purpose Roads Asset Management System (RAMS) and Bridges Asset Management System (BAMS) including Monitoring and Evaluation capabilities to enable decision making in maintenance planning, determining funding levels and implementation of planned road interventions	
	# of Targets: 2027 -1, 2029 - 1	# of MEAL Indicators - 3
Strategy 1.3	Develop capacity to ensure sustainable and robust road and bridge management	
	# of Targets: 2027 -1, 2029 - 1	# of MEAL Indicators - 2
Strategic Objective # 2	Multi-Year Network Planning and Programs implemented	
Strategy 1.2.1	Ensure Application of HDM-4 for Strategic Planning & Program Analysis	
	# of Targets: 2027 -1, 2029 - 1	# of MEAL Indicators - 2
Strategy 1.2.2	Develop and implement multi-year programming and funding estimates for NRNS and Sub-National Roads	
	# of Targets: 2027 -1, 2029 - 1	# of MEAL Indicators - 4
Strategy 1.2.3	Roll out Long Term Performance Based Contract (LTPBC) on the National Road Network	
	# of Targets: 2027 -1, 2029 - 1	# of MEAL Indicators - 2
Strategic Objective # 3	Economic corridor Program and Missing Link development strategy fully implemented	
Strategy 1.3.1	Fully implement economic corridor and missing link plan	
	# of Targets: 2027 -1, 2029 - 1	# of MEAL Indicators - 2

Strategic Objective 2 – Delivering the National Road Network (NRN) Targets

This strategic objective ensures that the Department plans and fully utilizes the available funding received to fully implement their Annual Work Plans aligned to the National Road Network targets in the Connect PNG program. This objective also focuses on the Department having an effective Procurement system carrying out this work using agreed policy guidelines for positive cost benefit.

There are 4 strategic objectives and they are:

1. Annual Work Plans aligned with available funding level
2. Develop and Implement the National Road Network (NRN) multi-year financing strategy to implement NRNS
3. Review, update and Implement the Procurement Policy, Multi-Year Procurement Plan that aligns to the Annual and Multi-Year Work Plans
4. Missing Link economic & financial appraisal

The Network Planning, Design & Standards Wing is responsible for the full implementation of this Strategic Objective # 2 which comprises of seven (7) strategies, sixteen (16) targets and sixteen (16) MEAL Indicators.

Strategy	Targets	MEAL Indicators
Strategic Objective # 1	Annual Work Plans aligned to available funding level	
Strategy 2.1.1	Create and evaluate a unit cost model that accurately reflects the costs associated with road works to match annual funding levels	
	# of Targets: 2027 -1, 2029 - 1	# of MEAL Indicators - 2
Strategy 2.1.2	Support Provinces to develop Operational Work Plans that are aligned with DoWH Annual Work Plans and investment Plan	
	# of Targets: 2027 -1, 2029 - 1	# of MEAL Indicators - 2
Strategy 2.1.3	Align maintenance work plan and investment in construction of new roads with annual funding levels	
	# of Targets: 2027 - 2, 2029 - 2	# of MEAL Indicators - 4
Strategic Objective # 2	Develop and Implement NRN through multi- year financing strategy to implement NRNS	
Strategy 2.2.1	Develop and secure multi-year financing strategy to implement NRNS	
	# of Targets: 2027 -1, 2029 - 1	# of MEAL Indicators - 2
Strategic Objective # 3	Review, update and Implement the Procurement Policy, Multi-Year Procurement Plan that aligns to the Annual and Multi-Year Work Plans	
Strategy 2.3.1	Review, update and fully implement Procurement Policy & Guidelines and Contract Management Guide	
	# of Targets: 2027 -1, 2029 - 1	# of MEAL Indicators - 2
Strategy 2.3.2	Develop and Implement Multi-Year Procurement Plan that aligns to the Budget and Annual/Multi-Year Work Plans	
	# of Targets: 2027 -1, 2029 - 1	# of MEAL Indicators - 2

Strategic Objective # 4	Missing Link Economic & Financial Appraisal	
Strategy 2.4.1	Develop Policy and Procedural Guidelines for cost benefit analysis & decision-making highlighting expected economic returns and private sector involvement	
	# of Targets: 2027 -1, 2029 - 1	# of MEAL Indicators - 2

Strategic Objective 3 – Developing & Implementing the Sub-National Roads and Rural Infrastructure Strategy

This strategic objective ensures that the Department fully utilizes the sub-national road and rural infrastructure strategy in the provinces and districts to facilitate economic development. It also focuses on refining and leveraging the Plant and Transport Services Division in all provinces in line with Government Policy.

There are 2 strategic objectives and they are:

1. *Ongoing Technical support provided to Provincial and District Administrations and Local Level Governments in delivery of infrastructure projects*
2. *Capacity Building Strategy to deliver Sub-national Road Network targets and providing support to the National Road Network Strategy targets*

The Field Operations Wing is responsible for the full implementation of this Strategic Objective # 3 which comprises of five (5) strategies, thirteen (13) targets and eleven (11) MEAL Indicators.

Strategy	Targets	MEAL Indicators
Strategic Objective # 1	Ongoing technical support provided to Provincial and District Administrations and Local Level Governments in delivery of infrastructure projects	
Strategy 3.1.1	Develop the Sub-National Road Network Strategy (SNRNS)	
	# of Targets: 2027 -1, 2029 - 1	# of MEAL Indicators - 2
Strategy 3.1.2	Implement Road Management and Performance Agreements (RMPAs) with Provincial and District Administrations	
	# of Targets: 2027 -1, 2029 - 1	# of MEAL Indicators - 2
Strategy 3.1.3	Refine and leverage the Plant and Transport Services Division in all provinces in line with Government Policy.	
	Implement NEC decision No. 219/2003 in terms of the deployment and effective use of the DoWH Provincial Plant and Transport Services Divisions to: <ul style="list-style-type: none"> ● Maintain a core fleet of construction equipment to carry out emergency repairs to national roads in the event of Natural Disasters and emergencies ● Effective implementation of the GoPNG Works Maintenance Program in the provinces where there is a lack of private sector construction capacity ● Provide support to Connect PNG Program (Missing Link) & other road corridors where required 	
	Targets: 2026 -0, 2029 -3	# of MEAL Indicators - 3
Strategy 3.1.4	Ongoing technical support provided to Provincial and District Administrations and Local Level Governments in delivery of rural infrastructure projects	
	Targets: 2027 – 2, 2029 -2	MEAL Indicators: 2
Strategic Objective # 2	Capacity Building strategy to deliver sub-national road network targets and providing support to the National Road Network Strategy targets	

Strategy 3.2.1	Approved Organisation Structure fully implemented with staffing strategy to support service delivery	
	# of Targets: 2027 -1, 2029 - 1	# of MEAL Indicators - 2

Strategic Objective 4 – Establishing and implementing contemporary road, bridge and building designs and standards

This strategic objective ensures that the Department establishes and implements contemporary inclusive and climate resilient road, bridge and building designs and standards throughout the nation. This is to ensure that all infrastructure projects are strong, stable, accessible to all users, are climate adaptive and meet specific designs and standards attaining value for money on all these projects.

There are 3 strategic objectives and they are:

1. *Development of Technical Standards; Regulations and Implementation*
2. *Development of Engineering Technology and Compliance Systems*
3. *Develop and Implement Environmental and Social Safeguards Policy, Practices and Standards*

The Network Planning, Design and Standards Wing and the Field Operations Wing are responsible for the full implementation of this Strategic Objective # 4 comprising thirteen (13) strategies, twenty-seven (27) targets and twenty-eight (28) MEAL indicators.

Strategy	Targets	MEAL Indicators
Strategic Objective # 1	Development of Technical Standards; Regulations and Implementation	
Strategy 4.1.1	Develop new, review existing and implement inclusive and climate responsive minimum road and bridge design standards	
	# of Targets: 2027 -1, 2029 - 2	# of MEAL Indicators - 4
Strategy 4.1.2	Develop and implement Railway/Tram policy and regulatory framework in consultation with Department of Transport	
	# of Targets: 2027 -1, 2029 - 1	# of MEAL Indicators - 2
Strategy 4.1.3	Develop and implement inclusive and climate responsive minimum building design standards for Provincial and District Infrastructure	
	# of Targets: 2027 -0, 2029 -1	# of MEAL Indicators - 2
Strategy 4.1.4	Review and implement Building Act & Regulation Chapter 301 (1994) to the best engineering practices taking account of disability inclusion and Climate Change & Disaster Resilience (CCDR) requirements	
	# of Targets: 2027 -2, 2029-1	# of MEAL Indicators - 2
Strategic Objective # 2	Development of Engineering Technology and Compliance Systems	
Strategy 4.2.1	Develop and implement the Bridge replacement program ensuring they are subjected to conditional surveys	
	# of Targets: 2027 -1, 2029-0	# of MEAL Indicators - 1
Strategy 4.2.2	Develop and implement road corridor boundary surveys, land acquisition, and land management plans for the total road network working with the Department of Lands and Physical Planning and other key stakeholders	
	# of Targets: 2027 -2, 2029-2	# of MEAL Indicators - 4
Strategy 4.2.3	Develop and implement architectural project management system which includes risk vulnerability assessments to support infrastructure construction throughout PNG	
	# of Targets: 2027 -2, 2029-2	# of MEAL Indicators - 4

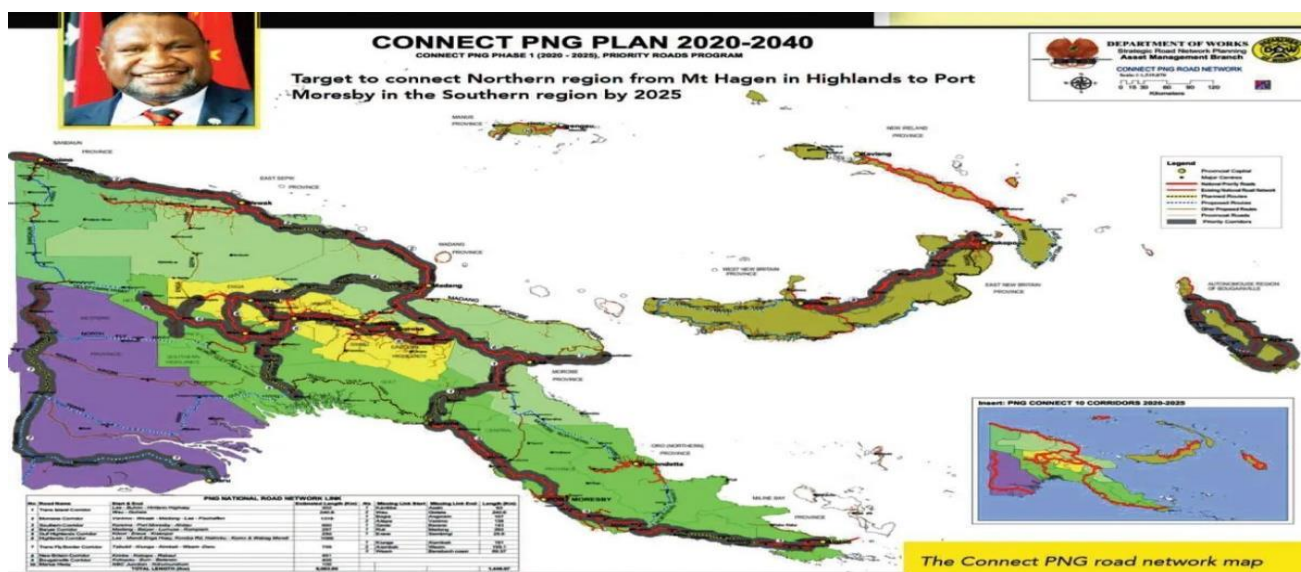
Strategy 4.2.4	Ensure the gazettal and renewal of Provincial Building Boards and induction of Provincial Building Inspectors and Regulation of the Building Act and Regulations (Chapter 301, 1994) and other codes.	
	# of Targets: 2027 -0, 2029-1	# of MEAL Indicators - 1
Strategy 4.2.5	Establish, upgrade and accredit all Regional and Provincial Material Testing Laboratories to ensure all construction works conform to ISO9001 standards.	
	# of Targets: 2026 -1, 2029-1	# of MEAL Indicators - 2
Strategy 4.2.6	Research and adopt best engineering practice including road construction methods and materials covering the entire road network including building products.	
	# of Targets: 2026 -1, 2029-1	# of MEAL Indicators - 2
Strategy 4.2.7	Purchase new and update existing road, bridge and architecture engineering design software and ensure users are fully trained	
	# of Targets: 2026 -0, 2029-1	# of MEAL Indicators - 1
Strategic Objective # 3	Develop and implement Environment and Social Safeguards Policy, Practices and Standards	
Strategy 4.3.1	Develop and fully roll out the appropriate Environmental Codes of Practice for Roads, Bridges and Building Infrastructure and to include Environmental Impact Assessments (EIAs) and sustainability policies	
	# of Targets: 2027 -1, 2029-0	# of MEAL Indicators - 1
Strategy 4.3.2	Develop, build capacity and implement DoWH Safeguards & Climate Resilience Manual to include all Environment, Safeguards and Climate Resilience Standards and Guidelines in accordance with the Department's Climate Change and Safeguards Policy	
	# of Targets: 2026 -1, 2029-1	# of MEAL Indicators - 2

Strategic Objective 5 – Effectively Implementing the Connect PNG Development Plan

This strategic objective ensures that the Connect PNG Development Plan is fully implemented as per its Phased Program in the next fifteen years. Whilst implementation had commenced in 2021, the Department will support the full implementation of the integrated development package including connectivity to other infrastructure such as electricity grid, utilities like water and sewerage, telecommunications, roads, maritime and air facilities. This will accelerate both infrastructure and economic development in PNG.

The Connect PNG program is part of the National Road Network Strategy and focusses on two key strategies covering all roads in PNG – **Develop & Expand and Restore and Sustain**.

FAS Pela to Insert PNG Map of Connect PNG Current Progress as at 2024:



There are 14 Road Corridors in the Connect PNG Development Plan and progress and targets are listed in the Table below:

The Highways Management Wing supported by the Network Planning, Design Standards and the Field Operations Wings are responsible for the full implementation of this Strategic Objective # 5 comprising four (4) strategies and fourteen (14) targets.

Strategy	Targets	MEAL Indicators
Strategic Objective # 1 - Effectively Implementing the Connect PNG Development Plan		
Strategy 5.1	Ensure all roads and bridges along all road corridors under Connect PNG are built to required classification and design to approved standards and specifications	
	# of Targets: 2026 -1, 2029 - 0	# of MEAL Indicators - 2
Strategy 5.2	Apply Monitoring, Evaluation, Accountability & Learning (MEAL) Framework ensuring high level of Governance & Compliance is maintained during implementation of projects	
	# of Targets: Reporting Monthly, Quarterly, Half Yearly and Annually	# of MEAL Indicators - 1
Strategy 5.3	Implement the Road Management & Fund reform priorities and mandates in accordance with the Road (Funding and Management) Act 2020 and MTDP IV and MTP3	
	# of Targets: 2026 -1, 2029 - 0	# of MEAL Indicators - 2

Strategy 5.4	Implement the Connect PNG Phases one and two activities (To insert Phase 1 targets for 2025, 2026 & 2027 (Phase 1 and 2028 and 2029 (Phase 2))	
	# of Targets: 2025 - 1 ,2026 - 1, 2028 -1; 2029 - 1	# of MEAL Indicators - 7

The Road Reforms: (FAS Pela; FAS Vitus & FAS Henry R to complete)

The Road Reforms in the MTPP 3 are divided into 2 key headings which are Road Construction and Transport Sector Policy and Legislative Priorities.

a. Road Construction

To give an update against the MTPP III Volume 2 extracts on:

- Connect PNG Missing Link Roads
- Connect PNG National Highways
- Provincial Roads
- District Commodity Roads
- National Railway/Tram Network
- National Bridge Construction

b) Transport Sector Policy and Legislative Priorities:

To give an update against the MTPP III Volume 2 extracts and targeted completion years on:

- Electric Vehicle Policy (2026) – with DoT, RTA and CCDA
- Highway Vulnerability Risk Maintenance for Climate Change Resilience (2027) – with DoT
- National Railway Network Policy framework (2027) – with DoT
- NRNS Review (2024) – **Has this been done?**
- Legislative road management scheme and regulations (2027) – with DoT
- Establishment of PNG Highways Corporation (2026) – with DoT and PNGRF
- Development of Sub National Road Strategy (2026) – with DOT
- Heavy Vehicle Regulatory Framework (2028) – with DOT, RTA, PNGRF
- Develop legislation, regulation and standards for rail (2029) – with DOT

The Connect PNG Program:

FAS Pela, FAS Vitus and FAS Henry - Need write up to explain:

1. Purpose of the 20 year Connect PNG program
2. The 2024 Updates in roads and bridge construction
3. Funding Challenges
4. DoWH strategic response to funding challenges

Table # 1 – Connect PNG 20 Year Investment Plan Summary:

Table # 2 – Phase 1 and Phase 2 Connect PNG Funding Targets: 2021-2040

This table needs to be revised to only provide a baseline as at end of 2024 and provide targets for the next five years (2025-2029)

STRATEGIC ROAD CORRIDORS	Length (Km)	PH1 (2021-2027)	PH2 (2028-2034)	PH3 (2035-2040)	TOTAL

Trans-National	302	701,754,386	526,315,789	526,315,789	1,754,385,965
Momase	1,318	1,140,350,877	789,473,684	877,192,982	2,807,017,544
Southern Corridor	880	438,596,491	438,596,491	438,596,491	1,315,789,474
Gulf-SHP	250	438,596,491	350,877,193		789,473,684
Gulf-Madang	368			438,596,491	438,596,491
New Britain	629	438,596,491	350,877,193	438,596,491	1,228,070,175
Highlands	1,086	1,754,385,965	1,578,947,368	438,596,491	3,771,929,825
Baiyer-Madang	297	350,877,193	263,157,895		614,035,088
Trans-Fly Border	1,200	438,596,491	263,157,895	350,877,193	1,052,631,579
Bougainville	250	263,157,895			263,157,895
Manus	150	175,438,596			175,438,596
Sandaun Border	449		263,157,895	438,596,491	701,754,386
New Ireland	400		87,719,298	236,157,895	350,877,193
Provincial Trunk	9000	1,842,105,263	1,842,105,263	1,052,631,579	4,736,842,105
TOTAL	16,579	7,982,456,140	6,754,385,965	5,263,157,895	20,000,000,000

Note: This table is the same as above transferred to ease the changes.

Table # 3 – Update on the Coverage and Features of the Connect PNG Development Plan: (To be updated by ED Highways Management)

Corridor Names	20 years km Coverage	Features	PHASE 1 (2021-2027)				PHASE 2 (2028-2034)	
			2024 km completed	2025 Targeted km to be completed	2026 Targeted km to be completed	2027 Targeted km to be completed	2028 Targeted km to be completed	2029 Targeted km to be completed
Trans-National Corridor	Lae (9 mile junction) – Buolo – Epo: 302 KM	Upgrade existing roads and construct missing links	94.4 KM	17.6 KM	17.6 KM	17.6 KM	17.6 KM	17.6 KM
Baiyer Corridor	Gogol-Baiyer-Kompam: 297 KM	Upgrade existing roads and construct missing links	59.2KM	14.9 KM	14.9 KM	14.9 KM	14.9 KM	14.9 KM

Momase Corridor	Ramu Hywy, Coastal Hywy, Lae-Finschafen Road: 1318 KM	Rehabilitate existing roads and construct missing links	195 KM	70.2 KM	70.2 KM	70.2 KM	70.2 KM	70.2 KM
Highlands Corridor	Lae-Mendi, Enga Hywy, Koroba Rd, Halimbu - Komo & Wabag - Mendi: 1086 KM	Rehabilitate and maintain existing roads	595 KM	30.7 KM	30.7 KM	30.7 KM	30.7 KM	30.7 KM
Gulf-Southern Highlands Corridor	Kikori-Erave, Kikori Moro, Tari – Progera: 250 KM (To commence in 2035)	Upgrade existing roads and construct missing links	0 KM	25 KM	25 KM	25 KM	25 KM	25 KM
Gulf-Madang Corridor	Ramu - Gembogi-Kundiawa – Karamui - Purai: 368 KM	Upgrade existing roads and construct missing links	0 KM	0 KM	0 KM	0 KM	0 KM	0 KM
The Gulf-Madang Corridor will commence in Phase 3 of the Connect PNG Program in 2035. Therefore, no targets can be indicated for the 2025-2029 Corporate Plan.								
New Britain Corridor	Kimbe – Kokopo: 629 KM	Rehabilitate and maintain existing roads	96 KM	33 KM	33 KM	33 KM	33 KM	33 KM
Southern Corridor	Kerema -Port Moresby- Alotau: 880 KM	Rehabilitate existing roads and construct missing links	578 KM	18.9 KM	18.9 KM	18.9 KM	18.9 KM	18.9 KM
Trans Fly Border Corridor	Tabubil - Kiunga- Aimbak - Weam-Daru: 1200 KM	Upgrade existing roads and construct missing links	0 KM	75 KM	75 KM	75 KM	75 KM	75 KM
Sandaun Border Corridor	Vanimobewani- Green River- Telefomin – Tabubil: 449 KM	Upgrade existing roads and construct missing links	62 KM	24.2 KM	24.2 KM	24.2 KM	24.2 KM	24.2 KM
Bougainville Corridor	Bougainville Corridor: 250 KM	Rehabilitate existing roads	178 KM	14.4 KM	14.4 KM	14.4 KM	14.4 KM	14.4 KM

New Ireland Corridor	Bulominsky Highway (Kavieng-Namatanai-Porpop): 400 KM	Rehabilitate and maintain existing roads	0 KM		145km			255 km
Manus Highway	Manus Highway: 150 KM	Rehabilitate and upgrade existing roads and construct missing links	32 KM	23.6KM	23.6KM	23.6KM	23.6KM	23.6KM
Provincial Truck Road	Provincial Truck Road: 9000 KM	Upgrade and maintain existing roads	1800 KM	450 KM	450 KM	450 KM	450 KM	450 KM

Photo: Our Staff Working Through the Night to Deliver Services to our Communities



PHOTOS : OUR STAFF WORKING SERVING THE PEOPLE:



Works Morobe Team at the Yalu Bridge site



Corporate Plan Workshop



Wet crossing at Yalu River site



Roadside market at Daulo Pass



City Roads facelift



STRATEGIC THEME TWO

ORGANIZATIONAL TRANSFORMATION & GOVERNANCE

Strategic Objective 6 - A Competent, Committed, Congruence, Cost Effective and Professional Workforce Managing PNG's Road network

STRATEGIC THEME: An Effective Accountable and Transparent Corporate Support Framework is in place to enable the Department to achieve GoPNG strategic priorities in infrastructure development and land transport

This strategic objective ensures that the Department develops and implements contemporary strategies that address gaps and needs in the following areas - *Organization & workforce transformation, values & ethics, performance & professional culture, gender and social inclusion, leadership, ICT, Finance & Accounting and Staff development.*

This is to ensure that all the staff of the Corporate Services Wing are transformed and competent so that they are nimble, adaptive and customer centric in the services and to proactively support the three technical wings and Senior Executive Team.

There are 3 strategic objectives and they are:

1. ***The DoWH evolves into a high performing organization through effective implementation of the organization planning, human resources strategies, policies and programs***
2. ***An Effective and Efficient ICT Strategy is in place to enable robust ICT systems in place to achieve GoPNG Strategic Priorities***
3. ***An Effective and Accountable & Transparent Corporate Support Framework (Financial Management)***

The Corporate Services Wing through the Human Resources, ICT, Training and Finance and Accounting branches are responsible for the full implementation of this Strategic Objective # 6 comprising eight (8) strategies, forty-three (43) targets and eighty-two (82) MEAL Indicators.

Strategic Theme: An Effective, Accountable and Transparent Corporate Support Framework in Place to Enable the Department to Achieve GoPNG Strategic Priorities in Land Transport

Strategy	Targets	MEAL Indicators
<i>Strategic Objective # 1 – The DOWH evolves into a high performing organization through effective implementation of the organization planning, human resources strategies, policies and programs</i>		
Strategy 6.1.1	Develop and implement the DoWH Organisation and Workforce Transformation Strategy to address gaps and needs in: <ul style="list-style-type: none"> • Organisation & Workforce Transformation using Values to drive a high performance and professional workplace culture • Organisation and Business Planning Processes • Performance Management System • Human Resource Management Strategy • HR Competency Framework aligned to the General Orders • HRM Standard Operating Procedures. • Addressing the aging workforce through Succession Planning for the future workforce 	

	<ul style="list-style-type: none"> Opportunities for Women Development 	
	# of Targets: 2026 -2, 2029 - 1	# of MEAL Indicators - 6
Strategy 6.1.2	<p>Finetune and Strengthen the DoWH Organisation Structure with strong emphasis on:</p> <ul style="list-style-type: none"> Support the Organisation & Workforce Transformation Strategy Delivering Road Network Performance Targets through support People Strategies Strong governance and high level of accountability across all activities of DoWH. Efficient and effective support services to facilitate organization performance Adaptability for future changes 	
	# of Targets: 2025 – 1, 2026 -1, 2029 - 1	# of MEAL Indicators - 12
Strategy 6.1.3	<p>Review and implement the DoWH Human Resources Development strategy & framework to ensure that the current and future workforce support implementation of the DoWH Priorities through the following programs:</p> <ul style="list-style-type: none"> DoWH Technical Competency Framework Workforce Development Strategy Leadership Development Strategy & Program Development of the Next Generation Workforce Support the Competency development, accreditation and certification of Internal Auditors, Technical Auditors, Accountants and Engineers 	
	# of Targets: 2025 –2, 2026 -8, 2029 - 3	# of MEAL Indicators - 37
Strategic Objective # 2 – An Effective and Efficient ICT Strategy is in place to enable robust ICT systems in place to achieve GoPNG Strategic Priorities		
Strategy 6.2.1	<p>Develop and implement the DoWH ICT Strategy that supports the implementation of NRNS, Connect PNG, Sub-National Road Strategy and the Organisation ICT Development Strategy covering the additional following areas</p> <ul style="list-style-type: none"> DoWH ICT Strategy Business Processes (BP) mapping and Digitalization Automation Action Plan (DAAP) ICT Framework and Policies Internet of Things (IoT) enabled systems for road monitoring and management 	
	# of Targets: 2026 - 2, 2029 - 1	# of MEAL Indicators - 7
Strategy 6.2.2	<p>Adequate ICT infrastructure that meets business solution demands of a modern and dynamic road infrastructure</p> <ul style="list-style-type: none"> Strengthening ICT communications through leveraging telephone, video and video conferencing facilities across all DoWH operation locations Achieve full utilization of system, infrastructure and internet capacity to support DoWH operational requirement Establish and operationalize cloud facility to support the migration and maintenance of critical ICT infrastructure, systems and applications 	

	<ul style="list-style-type: none"> Establish a robust and adaptive security system that utilizes advanced technology to continuously monitor threats and ensure compliance with all regulations Other required infrastructure and systems in line with the ICT Strategy 	
	# of Targets: 2026 - 2, 2029 - 2	# of MEAL Indicators - 4
Strategy 6.2.3	Updating and maintaining all required software applications and systems to include website and intranet ensuring seamless access supporting service delivery <ul style="list-style-type: none"> Digitisation of Procurement Project Management Centralized Property Asset Management System (CAMS) Online Corporate Plan Monitoring and Performance Dashboard (CPOMPD) for management reporting Website and intranet Other required software applications and systems in line with the ICT Strategy 	
	# of Targets: 2028 - 1, 2029 - 1	# of MEAL Indicators - 4
Strategic Objective # 3 – An Effective and Accountable & Transparent Corporate Support Framework (Financial Management)		
Strategy 6.3.1	Budget Preparation is accurately integrated to DoWH strategic priorities	
	# of Targets: 2026 - 1, 2029 - 1	# of MEAL Indicators - 5
Strategy 6.3.2	Streamline and improve the existing system to a modern finance system that produces high level efficiency and supports compliance targets and DOWH business priorities, and management decision-making	
	# of Targets: 2025 -3, 2026 -4, 2027 - 5, 2029 - 5	# of MEAL Indicators - 17

Strategic Theme: *An Effective, Timely and Accountable Monitoring, Reporting Corporate Governance and Compliance Environment*

Strategic Objective 7 - Strengthening Corporate Governance to ensure DoWH is fully compliant with all legislative, policy and regulatory requirements and service obligations.

This strategic objective ensures that the Department practices good governance, addresses enterprise and operational risks, addresses audit findings to ensure policy and regulatory compliance. It also covers areas that were not included in the previous Corporate Plan which are Gender Equity and Social Inclusion (GESI), Occupational Health & Safety (OHS), Property Management, Policy Compliance; Property Management; and Corporate Planning.

There are 6 strategic objectives and they are:

1. Achieve sustainable compliance status against the Auditor General and other external Auditors ratings and standards
2. A robust internal compliance control system across all DOWH functions
3. To effectively develop, oversee and assess governance control systems to prevent and address non-compliance of public service regulations, policies, standards and operating procedure in DOWH
4. Compliance & Risk Management Strategy
5. Establish a comprehensive Health and Safety Management system that integrates all aspects of OHS into DoWH operations
6. Mainstreaming Gender Equity and Social Inclusion
7. Property and Asset Management strategy

The Corporate Services Wing through the Policy & Compliance and Internal Audit Branches for the full implementation of this Strategic Objective # 7 comprising seven (7) Strategic Objectives, sixteen (16) strategies, forty-three (43) targets and fifty-four (54) MEAL Indicators.

Strategy	Targets	MEAL Indicators
Strategic Objective # 1	Develop and implement Governance and Transparency Strategy (NEW)	
Strategy 7.1.1 -	Develop and Implement Governance and Transparency Strategy to include: <ul style="list-style-type: none"> ● Establishment Of Independent review committees to assess project proposals, monitor progress and ensure public transparency ● Accountability Mechanisms in financial management and audit processes for infrastructure funding ● Engage independent auditors and oversight committees ensuring accountability in project execution and funding utilisation 	
	# of Targets: 2025 -1, 2026 – 1, 2027 -1, 2027 – 1	MEAL Indicators: 2025 - 2029 - 5
Strategy Objective # 2	Achieve sustainable compliance status against Auditor General and other external Auditor’s ratings and standards	

Strategy 7.2.1	Review Internal Audit Reporting Lines, Develop & Implement the Internal Audit Strategy and Annual Audit Plan to adhere to External Auditor ratings and standards and over time improve governance at all levels of the department by focusing on the following: <ul style="list-style-type: none"> • Accountability mechanisms – financial management and audit process • Implementing of Annual Audit Plan • Operations Audit • Financial Audit • Preparation of Annual Financial Statements before due dates 	# of Targets: 2025 -1, 2025-2027 - 1 2029 - 2	# of MEAL Indicators -5
Strategy 7.2.2	Apply project audits based on the Technical Audit Framework ensuring that it exceeds levels of compliance is achieved adopting the following measures: <ul style="list-style-type: none"> • Develop Technical Audit Strategy, Structure and formation of Technical Audit Committees • Consider having the Internal Audit and Technical Audit reporting directly to the Secretary in the next restructure • Establishment, training and certification of Technical Auditors 	# of Targets: 2025 -1, 2025-2027 - 1, 2029 - 1	# of MEAL Indicators - 5
Strategic Objective # 3	A Robust Internal Compliance Control System Across All DoWH functions		
Strategy 7.3.1	Develop and institutionalized a comprehensive risk assessment plan with effective mitigating strategies across all department operations	# of Targets: 2027 -1, 2029 - 1	# of MEAL Indicators - 2
Strategic Objective # 4	To effectively develop, oversee and assess governance control systems to prevent and address non-compliance of public service regulations, policies, standards and operating procedure in DoWH		
Strategy 7.4.1	Develop, Implement & monitor the DoWH Governance & Compliance strategies to ensure the highest level of compliance practices & culture in the department	# of Targets: 2025 -1, 2025-2027 - 1, 2029 - 1	# of MEAL Indicators - 7
Strategy 7.4.2	Review and implement approved Standard Operating Procedures Policy and roll it out to encourage and embed a strong compliance culture in DoWH.	# of Targets: 2025 - 0, 2029 - 1	# of MEAL Indicators - 2
Strategy 7.4.3	Strengthen the planning, monitoring, evaluation and reporting function of the implementation of corporate plan and other strategic documents on a quarterly and annual basis meeting GoPNG reporting deadlines ensuring the following are implemented: <ul style="list-style-type: none"> • Ringfencing responsibilities of NPDS Planning Unit from the Corporate Planning and Review function in Corporate Services to ensure clarity of roles and responsibilities and that no duplication of functions • 6 monthly and annual review of CP implementation 		

	<ul style="list-style-type: none"> Annual report function compilation to be under NPDS and other Wings to present their progress reports to NPDS Develop an agreed standard template for the Annual Report and build capacity within the Department 	
	# of Targets: 2025 - 1, 2026 -1, 2029 – 1	# of MEAL Indicators - 2
Strategic Outcome # 5 – Establish a comprehensive health and safety management system that integrates all aspects of Occupational Health and Safety (OHS) into all DoWH operations.		
Strategy 7.5.1	Implement DoWH OHS Policy, Plan and Practices that reflects the Department's commitment to health and safety, outlines roles and responsibilities and align to National and International regulations	
	# of Targets: 2026 -1, 2029 – 1	# of MEAL Indicators - 1
Strategy 7.5.2	Develop key OHS best practice and fit for purpose programs for all DoWH employees to promote healthy workforce: <ul style="list-style-type: none"> physical fitness, mental health reduce lifestyle diseases promoting work life balance hazard assessments, identification and mitigation strategies 	
	# of Targets: 2025 -1, 2026 -1, 2029 – 2	# of MEAL Indicators – 5
Strategy 7.5.3	Develop and Implement DoWH OHS training programs focusing on personal and occupational safety and emergency preparedness procedures supported by annual drills.	
	# of Targets: 2027 -1	# of MEAL Indicators – 1
Strategic Objective # 6 – Mainstreaming Gender Equity and Social Inclusion policies, standards and practices		
Strategy 7.6.1	Internally mainstream DoWH GESI Policy, Principles and Practices into the DoWH Internal Policies, Procedures and Practices	
	# of Targets: 2026 -1, 2027 – 1	# of MEAL Indicators – 2
Strategy 7.6.2	Externally mainstream, DoWH GESI Policy, Principles and Practices into service delivery including contractor operations.	
	# of Targets: 2026 -1, 2027 – 1	# of MEAL Indicators – 1
Strategic Objective # 7 – Property & Asset Management Strategies		
Strategy 7.7.1	Manage; coordinate and undertake inventory and valuation of all DoWH property and assets (land, housing, vehicles)	
	# of Targets: 2025 -2, 2026-2027 – 1; 2029-2	# of MEAL Indicators – 7
Strategy 7.7.2	Maintain and update the DoWH Centralised Asset Management (CAM) System to include procurement and disposal of assets	
	# of Targets: 2025 -1, 2027 – 1; 2029-1	# of MEAL Indicators – 5
Strategy 7.7.3	Manage and coordinate security operations in DoWH locations	
	# of Targets: 2025 -1, 2026-2029 – 1	# of MEAL Indicators – 2

Strategy 7.7.4	<p>Update Housing Policy and present different Public Service Housing Scheme opportunities on behalf of DoWH for its staff to access and own with focus on the following:</p> <ul style="list-style-type: none"> • Different Housing Ownership Options and criteria for home ownership • Maintenance Strategy and Plan for maintenance of the existing institutional houses • Look at different land opportunities and survey land • To align DoWH policy with DPM Housing Policy
	<p># of Targets: 2025 -1, 2028 – 1 # of MEAL Indicators – 2</p>

Strategic Objective 8 - Enhance and Sustain National Capacity to drive the implementation of the Connect PNG, the National Road Network Strategy (NRNS), and the Sub-National Road Strategy (SNRS)

This strategic objective ensures that the Department fully utilizes its assets and staff efficiently and effectively whilst developing the capacity of contractors to ensure the road, bridges, and other infrastructure work are carried out to the required standards. Improvement and development of DoWH capacity to relevant industry standards to deliver quality training to support the Department's workforce, its Graduate Development Program, its Apprentice Training Program and contractor's capacity.

It also looks at sustaining contractors by building their capacity to not only deliver the projects on time, on spec and on budget but also sustain them for the next fifteen years. This requires some reconfiguration of the Training and Development function and services it provides to contractors.

There are 3 strategic objectives and they are:

1. Ongoing support provided to Provincial; District Administrations and Local Level Governments to develop internal capacity to deliver work programs
2. Ongoing support to the private sector for the development of road construction contractor supply
3. Enhance DoWH capacity to deliver capacity development training programs for DoWH and its Stakeholders

The Corporate Services Wing through the Training Services Branch supporting Field Operations Wing are responsible for the full implementation of this Strategic Objective # 8 comprising of six (6) strategies, twenty-eight (28) targets and twenty one (21) MEAL indicators.

Strategy	Targets	MEAL Indicators
Strategic Objective # 1	Ongoing support provided to Provincial, District, and Local Level Governments to develop internal capacity to deliver work programs	
Strategy 8.1.1	Support Provinces, Districts and Local Level Governments to implement relevant MOA with DoWH	
	Targets: 2026 -3, 2029 -4	# of MEAL Indicators - 2
Strategic Objective # 2	Ongoing Support to the private sector for the development of road construction contractor supply	
Strategy 8.2.1	Conduct contractor competency assessment and registration to enhance national capacity in the road and bridge construction industry	
	Targets: 2026 -3, 2029 -4	# of MEAL Indicators - 2
Strategy 8.2.2	Long-Term Contracts aligned with Contractor Capacity Development	
	Targets: 2026 -0, 2029 -4	# of MEAL Indicators - 2
Strategy 8.2.3	Partnership Development Initiatives with DFAT/TSSP/, JICA, ADB and World Bank implemented	
	Targets: 2026 -0, 2029 -3	# of MEAL Indicators - 2

Strategic Objective # 3	Enhance National Capacity in the Road Construction Sector	
Strategy 8.3.1	Upgrade all DoWH training facilities and develop training resources and materials to relevant industry standard to effectively to deliver competency-based training programs to support the implementation of the NRNS.	
	Targets: 2026 -2, 2029 -0	# of MEAL Indicators - 5
Strategy 8.3.2	Deliver current, relevant and industry standard capacity development programs for the Department's workforce, National Contractors, Districts and Provincial Administrations technical staff to support the implementation of NRNS	
	Targets: 2026 -1, 2027 -2; 2029 -2	# of MEAL Indicators - 8

LIST OF SUPPORT & CROSS CUTTING STRATEGIES TO BE DEVELOPED

The following support strategies will be developed and strengthen the implementation of the 2025 -2029 DoWH Corporate Plan:

1. MONITORING, EVALUATION AND REPORTING STRATEGY

The Department will identify, work towards and include performance metrics for all road, bridge and building infrastructure works through the contracts and will review progress during project supervision phases. As part of the implementation of the Corporate Plan, all DoWH Staff will have a signed Annual Work Plan with their Manager using the Staff Performance Appraisal (SPA) System of the Department.



We will use the DoWH MEAL Indicators for all aspects of our work including measuring the implementation of the DoWH Corporate Plan and Annual Implementation Plan. We will do this monthly and on a quarterly basis.

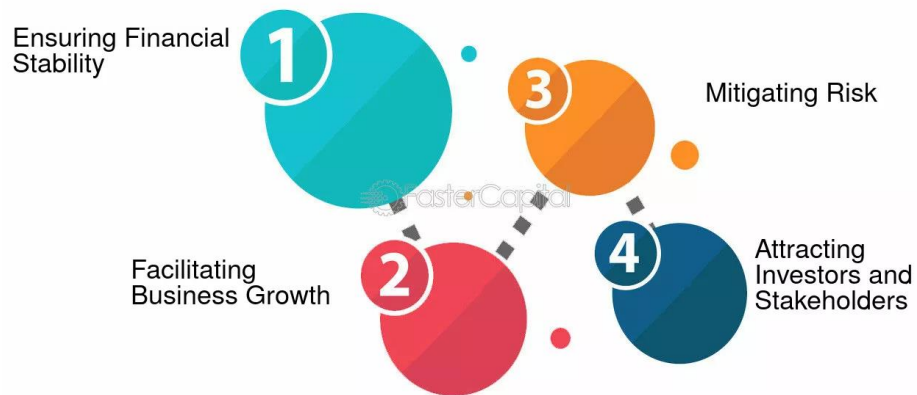
The Department will also have six monthly and annual review and reflection sessions on the implementation of the Connect PNG Development Program and Corporate Plan. Our findings will be reported to our key stakeholders on a six monthly and on an annual basis.

2. FUNDING & RESOURCING STRATEGY

To successfully implement the MTDP IV and the MTTP3 through the National Road Network Strategy, the Department will present to the Government of Papua New Guinea our 5-year Capital and Recurrent Budgets. Whilst the Department is not getting

the full required annual funding, nevertheless, the Department will review and implement its work plans based on the funding received.

Understanding the Importance of a Funding Strategy

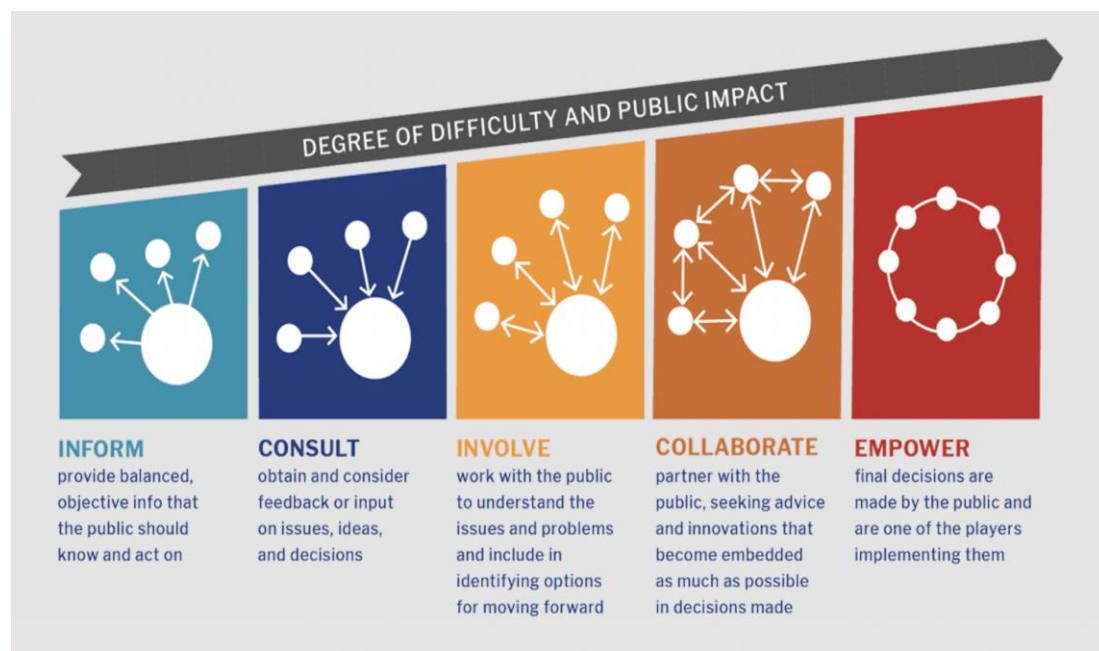


The Department will engage with our Development Partners to target their funding on specific areas of Road Connectivity. Some development partners will be requested to fund maintenance programs and upgrade our existing infrastructure whilst some will be approached to fund new infrastructure projects.

Annual Stakeholder Engagement workshop and information sessions for developers, contractors, and the public to explain compliance requirements. Educational campaigns to promote awareness of safe building practices and the benefits of adhering to standards.

3. PUBLIC ENGAGEMENT & COMMUNICATION STRATEGY

The Department will engage with the Communities in project planning and implementation to ensure alignment with their needs and priorities. We will also provide regular updates to stakeholders on the progress of ongoing and upcoming projects.



We will also educate the public about road safety, infrastructure usage and compliance with building standards. The Department will disseminate information on the Connect PNG program to build public support and awareness.

4. RISK MANAGEMENT STRATEGY

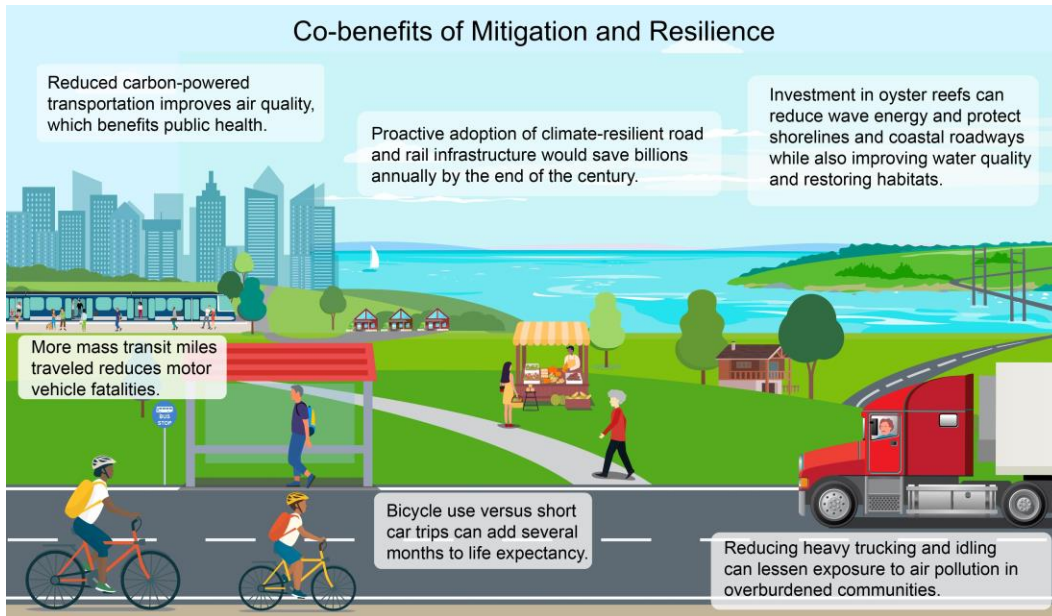
The Department will conduct a thorough risk assessment during the planning phase to identify potential challenges such as environmental, financial or operational risks.



We will also develop Contingency Plans as mitigation measures to address unforeseen circumstances, including budget overruns, construction delays or legal disputes. The Department will also establish rapid response mechanisms to address natural disasters or infrastructure failures effectively.

5. SUSTAINABILITY, RESILIENCE & INCLUSIVE DEVELOPMENT STRATEGY

We will integrate climate resilience and environmentally friendly approaches in all infrastructure and building projects. We will mandate Environmental and Social Impact Assessments (ESIAs) for all major projects.



The Department will promote energy efficient and green technologies in construction and road development and we will support the adoption of renewable energy systems in road lighting and public buildings.

6. GOVERNANCE AND TRANSPARENCY STRATEGY

To promote governance, transparency and accountability, the Department will establish independent review committees to assess project proposals, monitor progress and ensure public transparency.

The Role of Governance in Transport Systems



We will implement robust financial management systems for infrastructure funding and engage independent auditors and oversight committees to ensure accountability in project execution and funding utilization.

7. COLLABORATION & PARTNERSHIPS

Lastly, the Department will work closely with provincial governments, local authorities and private sector entities to align our goals and resources.



We will foster relationships with international development organizations to access technical expertise, funding and best practices.

ACKNOWLEDGEMENT

We would like to acknowledge the hard work put in by the DoWH Corporate Plan Technical Working Group (TWG) who led the review of the current Corporate Plan and the development of the 2025-2029 DoWH Corporate Plan and supported by the two (2) TSSP Advisers. The compilation of this Corporate Plan was homegrown and homemade with the help of the DoWH Senior Executive Team (SET) and the Senior Management Team.

The next Corporate Plan will be reviewed and developed by the DoWH TWG as they are now the internal Corporate Planning professionals within the Department.



Sitting: (L-R) Mgr Mr. Aniston Eldipi, AS Ms. Regina Gabi, FAS Mr. William Kupe (CP TWG Team Leader) , TSSP Training & Development Adviser, Mr. Gilbert Gimundi

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